

MID-CAREER #70
29 Jan 1980

Keep

OUTLINE REMARKS - MID-CAREER COURSE, 31 JANUARY 1980

BRIEF INTRODUCTION GLAD TO SEE THE AGENCY STRESSING THE VALUE OF A CONTINUING EDUCATIONAL-TRAINING-INDIVIDUAL DEVELOPMENT SYSTEM, USING BOTH IN-HOUSE AND OUTSIDE TALENT. COME FROM A MILITARY SERVICE, THE US ARMY, THAT SHARES THIS VALUE.

HAVE BEEN ASKED TO TALK ABOUT THE SENIOR REVIEW PANEL.

CREATED IN THE FALL OF 1978 BY THE DCI. BASIC PURPOSE-- TO HELP IMPROVE THE QUALITY OF MAJOR INTELLIGENCE PRODUCTS (NATIONAL INTELLIGENCE) AND ENHANCE THEIR USEFULNESS TO POLICYMAKERS AND OTHER USERS.

PART OF NFAC AND REPORT TO BRUCE CLARKE. HOWEVER, UNDER OUR CHARTER, THE PANEL MUST ALSO BE RESPONSIVE TO ADM. TURNER AND MR. CARLUCCI FOR SUCH SPECIAL TASKS AS THEY MAY DIRECT, AND MAY MAKE RECOMMENDATIONS TO THE DCI WITH RESPECT TO THE OVERALL INTELLIGENCE PROCESS.

PANEL CURRENTLY HAS THREE MEMBERS:

AMB. BILL LEONHART - RETIRED FSO1 AND CAREER AMBASSADOR. SERVED IN US ARMY AIR CORPS IN WWII. FOREIGN SERVICE FOR

OVER 30 YEARS TO INCLUDE TOURS IN LATIN AMERICA, EUROPE,
AFRICA, SE ASIA AND THE FAR EAST--AMB. TO TANZANIA AND TO
YUGOSLAVIA. ALSO SERVED ON STATE DEPT'S POLICY PLANNING
STAFF, IN THE WHITE HOUSE AND AS DEPUTY CMDT, NWC. WIDELY
KNOWN FOR HIS TALENT IN POLITICAL ANALYSIS.

STAT

ROLE OF THE SRP: OUR BRIEF HISTORICAL RESEARCH OF THE BACKGROUND LEADING TO THE CREATION OF THE PANEL REVEALS THAT THE IDEA APPARENTLY GREW OUT OF THE DEMISE OF THE OLD BOARD OF NATIONAL ESTIMATES IN THE SUMMER OF 1973 (MR. COLBY WAS DCI) AND THE PERCEIVED NEED FOR AN INDEPENDENT, COLLEGIAL AND SUBSTANTIVE REVIEW OF MAJOR FINISHED INTELLIGENCE PRODUCED BY THE INTELLIGENCE COMMUNITY. MR. GEORGE BUSH AS DCI TRIED IN JUNE 1976 TO ORGANIZE, FOR THIS PURPOSE, AN INTELLIGENCE ADVISORY PANEL TO THE DCI MADE UP OF SENIOR GENERALISTS WITH WIDE EXPERIENCE. HOWEVER, SUCH A PANEL DID NOT MATERIALIZE UNTIL ADM. TURNER BECAME DCI AND DR. BOB BOWIE BECAME THE FIRST DIRECTOR OF NFAC. I SHOULD ADD THAT EXTERNAL PRESSURES, ESPECIALLY FROM THE CONGRESS, HAD MORE THAN A LITTLE TO DO WITH THE PANEL'S CREATION.

ASKED TO DRAFT A PROPOSED CHARTER FOR THE PANEL, WE DISCOVERED THAT TURNER AND BOWIE HAD QUITE DIFFERENT CONCEPTS AS TO OUR ROLE. THE DCI VISUALIZED MORE OF AN AFTER-THE-FACT ROLE--REVIEWING FINISHED INTELLIGENCE DOCUMENTS, CONDUCTING POST-AUDITS, ASSESSING THE PATTERN OF FLOW OF INTELLIGENCE ON A SPECIFIED SUBJECT, FOR EXAMPLE. BUT DR. BOWIE HAD A NARROWER VIEW, WANTING THE PANEL TO WORK DIRECTLY FOR HIM AS PART OF NFAC AND REVIEWING MAJOR ESTIMATES IN THE

CONCEPTUAL PHASE AND AT CERTAIN STAGES THEREAFTER; AND ACCOMPLISHING THIS IN SUCH A MANNER AS TO AVOID BECOMING CLOSELY ASSOCIATED WITH THE ESTIMATIVE PROCESS AND LOSING OUR OBJECTIVITY.

THE OUTCOME WAS A CHARTER ALONG THE LINES DR. BOWIE WANTED. OUR CHARTER CITES THE REVIEW FUNCTIONS, AND MENTIONS POST-AUDITS, IMPROVING THE OVERALL PROCESS, AND ASSISTING IN PRODUCTION PLANNING AND RESOURCE ALLOCATION. TO DATE, OUR MAJOR EFFORT HAS BEEN THE REVIEW FUNCTION. TO GIVE YOU A FEEL FOR OUR FUNCTIONS:

REVIEW OF MAJOR PAPERS: WE HAVE SUBMITTED ALMOST ONE HUNDRED AND FIFTY (148) MEMOS COMMENTING ON OVER TWENTY (27) NIEs and SNIEs, AND OVER THIRTY (37) IIMs IN VARIOUS STAGES OF PRODUCTION.

STAT

STAT

PRODUCTION PLANNING MADE TWO MAJOR REVIEWS OF AND PARTICIPATED IN FINAL REVIEW OF THE INTERAGENCY PRODUCTION FORECAST FOR THE PERIOD JULY 79 - JUNE 80. HAVE ALSO MADE AD HOC RECOMMENDATIONS FOR SPECIFIC, TIME-URGENT ESTIMATES-- FOR EXAMPLE, CARIBBEAN/CENTRAL AMERICA, UGANDA AND AFGHANISTAN.

-- HAVE ALSO REVIEWED AND PARTICIPATED IN FINAL REVIEW OF NFAC'S CURRENT TOTAL RESEARCH AND STUDY PROGRAM--OFFICE AND INTERAGENCY.

OTHER

-- THE PANEL HAS ALSO BEEN INVOLVED IN DEVELOPING INTER-AGENCY PROCEDURES AND MADE A MAJOR STUDY ON THE THEORY AND PRACTICE OF NATIONAL ESTIMATIVE INTELLIGENCE PAPERS.

RESHAPING NFAC A MAJOR RESHAPING OF NFAC IS NOW UNDERWAY SINCE BRUCE CLARKE TOOK OVER IN MID-AUGUST OF LAST YEAR.

INITIALLY, HIS EMPHASIS HAS BEEN ON THE LEADERSHIP, MANAGERIAL AND ORGANIZATIONAL SIDE, FEELING THAT THESE HAD BEEN NEGLECTED, THE OBJECTIVE BEING TO STREAM-LINE NFAC AND MAKE IT MORE RESPONSIVE TO POLICYMAKERS AND USERS. TO THIS END:

-- D/NFAC's SPAN OF CONTROL HAS CONSIDERABLY REDUCED. THE NIOs WITH ACCOUNTS OSTENSIBLY HAVE BEEN REDUCED FROM THIRTEEN TO EIGHT (SIX REGIONAL, ACCOMPLISHED BY MERGING CHINA AND EASTERN ASIA-PACIFIC; AND TWO MILITARY) AND ORGANIZED AS A NATIONAL INTELLIGENCE COUNCIL (NIC) UNDER A CHAIRMAN, DICK LEHMAN WHO DOUBLES AS THE NIO-WARNING, BUT WITH A FULL-TIME DEPUTY FOR THAT JOB. THE NIO-NUCLEAR PROLIFERATION BECAME A SP ASST FOR NP, DOUBLE-HATTED AS THE DEPUTY, OSI. THE DUTIES OF THE NIO-SPECIAL STUDIES HAVE BEEN FARMED OUT AND THE NIO-POL-ECON BECAME AN NIO-AT-LARGE. WILL DESCRIBE THE NEW NIO SYSTEM MORE IN DETAIL LATER.

-- THE OFFICES ARE BEING REDUCED FROM NINE TO EIGHT AS OSI IS MERGED WITH OWI.

-- THE STAFF HAS BEEN STREAMLINED WITH THE ADMINISTRATIVE AND PLANNING STAFFS MERGED INTO A PLANNING AND MANAGEMENT STAFF, AND THE PPG BEING PLACED UNDER OCO. ALL ARMS CONTROL STAFF ASSISTANTS HAVE PLACED UNDER ONE HEAD

STAT

OUR REACTIONS-OBSERVATIONS-PERCEPTIONS:
PLUS SIDE

-- IMPRESSED WITH THE PEOPLE IN THE AGENCY AND THE COMMUNITY. TALENTED AND DEDICATED, GENERALLY WELL MOTIVATED. MORALE PROBLEMS UNDERSTANDABLE--PROBABLY EXAGGERATED.

-- IMPRESSED WITH COMPLEXITY, DIFFICULTY AND SHEER MAGNITUDE OF THE MISSION. ON BALANCE DOING A CREDITABLE JOB.

-- IMPRESSED WITH BRUCE CLARKE - MOVING IN THE RIGHT DIRECTION.

NEGATIVE SIDE

-- "FOREST FOR THE TREES" PROBLEM--LACK OF AN OVERALL PERSPECTIVE. NEED FOR WHAT I WOULD CALL A STRATEGIC FRAMEWORK. (OPA AND OER DOMINATE OVERALL THINKING - OSP HAS LITTLE VOICE)

-- RELATED TO THIS -- LACK OF COHESIVE, LONGER RANGE PLANNING. (NFAC WORKING HARD ON THIS.)

-- LACK OF AN EXTERNAL EVALUATION SYSTEM, TO INCLUDE A FEEDBACK MECHANISM, TO EXAMINE HOW WELL NFAC IS DOING.

-- OVERALL ORGANIZATION OF NFAC IS STILL NOT OPTIMAL, BUT IS STEADILY BEING IMPROVED. NFAC'S ABILITY TO FUNCTION IN A PROTRACTED CRISIS AND CIA'S WARTIME ROLE ARE QUESTION MARKS.

- WITH RESPECT TO OUR ANALYSTS:
 - RELUCTANCE TO DO TRUE ESTIMATES
 - RELUCTANCE TO TACKLE POLICY RELEVANCE PROBLEM
 - RELUCTANCE TO TAKE ON BROADER-RANGING ESTIMATES-
A REGIONAL STUDY OR INTERAGENCY PAPER OF A GLOBAL NATURE
(POL-ECON).
- LACK OF EFFECTIVE CAREER MANAGEMENT/PERSONNEL
MANAGEMENT STRUCTURE

THE FUTURE

- THE NIC - EXPLAIN CURRENT CONCEPT
 - ORGN NIOs WITH AND WITHOUT PORTFOLIOS.
ANALYTIC GROUP (INDIVIDUAL QUALITIES,
FUNCTION, MIL OR NON-MIL ESTIMATES.)
 - PURPOSE IMPROVE QUALITY OF NAT'L LEVEL ASSESSMENTS
IMPROVE TIMELINESS
"REGULAR COLLEGIAL REVIEW"
 - COMMUNITY ROLE - ENHANCE NIOs NATIONAL ROLE
- SRP WITH ESTABLISHMENT OF NIC, SEVERAL OPTIONS
WERE CONSIDERED FOR THE SRP. (EXPLAIN)
 - DECISION - KEEP AS PART OF NFAC
 - GIVE PANEL A BROADER ROLE (NOT YET
DETERMINED: PRESENT CHARTER IS
BROAD.)
 - NOT YET SETTLED - PROCEDURES; RELATIONSHIPS OF

SRP AND NIC (DIRECTIVE of 21 JAN 80 IS SILENT.); WILL SRP CONTINUE ITS CURRENT REVIEW FUNCTION? NIC CONCEPT IS NOT A SUBSTITUTE FOR SRP's COLLEGIAL, INDEPENDENT FUNCTION.

-- WILL PROBABLY BE MANY MONTHS BEFORE NIC IS FULLY OPERATIONAL. RECRUITING THREE MORE NIOs-AT-LARGE AND A QUALITY NIC STAFF ALONE WILL TAKE CONSIDERABLE TIME.

-- CONCLUSION FINISH ON AN UPBEAT NOTE.